

Administrative Unit Assessment Report

Assessment is a term commonly used to encompass the process of gathering and using evidence to guide improvements.

SACSCOC requires that "The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of seeking improvement based on analysis of the results".

Be sure to **SAVE** your progress as you work!

Administrative Unit

University Relations and Publications

Submission Year

2020-2021

Assessment Coordinator Name

Megan Varner Price

Enter Assessment Coordinator Email

mvarner@lander.edu

Unit Goal

Goal

Goal 1

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To support the Office of Admissions through timely completion of promotional materials.

Pillar of Success Supported

Selective, Competitive Recruitment and Enrollment of Ambitious and Talented Students

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Viewbook is reviewed, updated, printed and returned the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Viewbook delivery date: 9/6/19.

Score (Met=3, Partially Met=2, Not Met=1)

2

Comments/Narrative

The viewbook is the largest printed recruitment piece for the Office of Admissions. For it to be produced in time for the fall recruitment cycle, a production schedule allowing time for review, design, editing, print and delivery is necessary.

As noted in the Indicators of Success, the completed 2019 viewbook arrived slightly behind schedule, in early September; however, it still arrived prior to the Admissions recruitment cycle and in time for Admissions counselors to have on-hand during their travel season/early high school visits. The late delivery was due to delay in the start of production on the piece, which did not begin until all copy changes were received from departments in early August.

In order to ensure timely delivery, we will assess our production timeline for this piece and build in additional weeks for gathering copy changes from departments.

Resources Needed to Meet/Sustain Results

Full-time position: Marketing Coordinator

Explanation of How Resources Will Be Used

The addition of an entry-level full-time marketing coordinator would improve the efficiency of the University Relations team. In addition to developing and coordinating marketing campaigns/content, the staff member would also be able to assist with copy development and editing on our marketing pieces. This would allow our office to move more quickly in the pre-production phases of our brochures, provide more time for our designer and photographer to enhance layouts/photos, and expedite delivery of all other finished pieces.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders

(alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Travel Viewbook in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Travel Viewbook is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Travel Viewbook delivery date: 8/20/19

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

The Admissions Travel Viewbook is a condensed version of our larger Viewbook, and it is used primarily by Admissions Counselors during their travel to college fairs, high schools and other recruitment events. As with the Viewbook, the Travel Viewbook is a significant recruitment piece for the Admissions Office; and, like the Viewbook, the Travel Viewbook undergoes an annual update each summer to incorporate copy changes and new photography.

Working with Admissions and other University departments, we began in early summer to identify areas that needed updates, and worked on collecting that information from university departments. Following our standard publication schedule, we had sufficient time for these updates to be completed and the book was delivered before the start of the Admissions recruitment cycle.

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 1, Outcome 1.

Outcome 3

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

Most administrative units measure **Operational Outcomes** which describe the level of performance of an operational aspect of a program or office (ex. number of services provided, timeliness of a process).

Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the Admissions Mass Distribution Brochure/Search Piece in time for the new admissions recruitment cycle.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions on or before Sept. 1.

Performance Target for "Partially Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and delivered to the Office of Admissions between Sept. 2 and Oct. 1.

Performance Target for "Not Met"

Lander Admissions Mass Distribution Brochure/Search Piece is reviewed, updated, printed and returned to the Office of Admissions on or after Oct. 2.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Mass Distribution Brochure Delivery Date: 9/11/19

Score (Met=3, Partially Met=2, Not Met=1)

2

Comments/Narrative

The Mass Distribution Brochure/Search Piece is the highest quantity piece produced by the University Relations office, with approximately 100-125k brochures printed and mailed. In many cases, it is the first point of contact with a prospective student; as such, it is an extremely significant project that requires close attention to detail, not only with design and editing, but also with printing and production fulfillment (folding, tabbing and mailing).

Though our file delivery date to the printer was on schedule and proofs were approved by 8/5/19, mailing and delivery of the piece was delayed due to a late increase in quantity that was ordered

8/26/19; the mailing list was supplied by Admissions that same day.

In order to ensure timely delivery, we will reassess our production timeline for this piece and begin contact with Admissions earlier in the summer to determine their mailing list schedule and quantity needed.

Resources Needed to Meet/Sustain Results

See Goal 1, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 1, Outcome 1.

Outcome 4

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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Some units may measure **Student Learning Outcomes** which describe knowledge, skills, and values that students are expected to gain as a result of their educational experiences (ex. Student Wellness Program may measure student knowledge of healthy habits.)

What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Completion and delivery of the academic departmental brochures prior to Lander's first fall semester Open Houses.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions before the first open house of the fall semester.

Performance Target for "Partially Met"

Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions after the first open house of the fall semester, but prior to the second open house.

Performance Target for "Not Met"

Lander academic department brochures are reviewed, updated, printed and returned to the Office of Admissions after the second open house of the fall semester.

Assessment Measure Used

University Relations Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

2019 Departmental Brochures Delivery Date:
10/21/19

Score (Met=3, Partially Met=2, Not Met=1)

2

Comments/Narrative

The University's academic department brochures are updated each summer to include programmatic changes, new copywriting and new marketing photography, if available. These brochures are used by Admissions and academic departments for informational and recruitment purposes. Because of this, it is our goal to have the pieces completed and delivered in time for the first Open House of the fall semester.

As noted in the indicators of success, the project fell slightly behind schedule due to delays in the specification process (regarding quantities needed for each brochure). University Relations staff worked quickly to move the project through production once all information was received from Admissions, and delivery was coordinated prior to the University's second Open House event on Nov. 9.

To avoid this issue in the future, we will consider adjusting our production schedule to determine quantities earlier in the summer.

Resources Needed to Meet/Sustain Results

\$5,000-10,000

Explanation of How Resources Will Be Used

The funds indicated above would allow for the occasional hiring of an outside professional photographer for additional high-level marketing photo shoots needed throughout the year. Generally, photo shoots take a full day of photography, with an additional day for post-processing/image review. The additional funds would allow us to schedule 5-10 days of photography with an outside photographer, with 3-4 shoots per day, meaning we could update brochure covers and interior images on a more frequent basis.

Goal Summary

Goal Summary/Comments

The Office of University Relations made updates and improvements to the University's three largest recruitment brochures in 2019, ensuring they remain in alignment with the University's current strategic plan and branding. The production schedule was evaluated following the 2018 cycle and adjusted to address issues that impacted delivery the previous year; however, it is clear that additional adjustments are needed to continue meeting our outcome goals. Because many of our outcomes are dependent upon timely delivery of information from other offices and departments, we will adjust the schedule to allow for additional time for that information to be gathered and reviewed.

Each of these pieces remain effective and informative recruitment assets, and they have helped the Office of Admissions continue to increase the number of applications and admits to the University.

Changes Made/Proposed Related to Goal

Our production schedule is largely dependent upon other departments completing a review and supplying us with updated information. Unexpected delays in receiving information/proofs can have a significant impact on project delivery. Because of this, we will continue to evaluate and adjust our production schedule to allow for additional time for editorial review, layout and proofing.

Upload Files (if needed)

Goal 2

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To build community awareness of Lander University's programs and initiatives; and to strengthen engagement of students, employees, alumni, donors, prospective students and community members through regular distribution of information via press releases and social media platforms.

Pillar of Success Supported

Highly-Valued Community Partner

Outcomes**Outcome 1**

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Number of articles, captions and advances distributed to news media and social media within a 12-month period.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Distribution of 200 or more articles/captions/advances to news media and social media between Jan.1 and Dec. 31.

Performance Target for "Partially Met"

Distribution of 100-199 articles/captions/advances to news media and social media between Jan.1 and Dec. 31.

Performance Target for "Not Met"

Distribution of fewer than 100 articles/captions/advances to news media and social media between Jan.1 and Dec. 31.

Assessment Measure Used

University Relations Article Archives

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Number of articles/captions/advances in 2019: 134

Score (Met=3, Partially Met=2, Not Met=1)

2

Comments/Narrative

Using a 49-week calendar (to account for university closures at holidays and breaks) the above

expected outcome criteria reflect an average of 4-5 press releases per week, allowing time for story development, interviews, writing, photography and event coverage. This frequent, consistent release of information regarding the University and its initiatives helps build awareness among current and prospective students, faculty, staff, alumni, donors and community members, and it helps promote a positive image of the University and its initiatives.

The decrease in press release production in 2019 (134 compared to 296 in 2018) was the result of a writing staff shortage that occurred over the summer and fall (the office was down one full-time writer and one-part time writer during this time period). This significantly impacted our production ability for several months, including during the launch of the fall semester, when we typically cover multiple events and produce a high volume of articles and captions.

Resources Needed to Meet/Sustain Results

Full-time staff writer: \$35,000-37,500

Explanation of How Resources Will Be Used

The number of campus events which require coverage by the University's writing staff continues to grow each year, and as a result, writers are unable to dedicate significant time to story development, interviews and research. As such, many of the articles currently being produced are brief and strictly news-driven. Additionally, with a lean writing staff, production is significantly impacted when there are unavoidable absences. The addition of a full-time staff writer would provide assistance with event coverage and allow all staff writers additional time to fully develop feature stories and long-format articles for news and the Lander magazine.

Outcome 2

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Social Media Engagement: Followers gained across all platforms.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Obtain 1,000 or more followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Partially Met"

Obtain 500-999 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Performance Target for "Not Met"

Obtain fewer than 500 followers/fans across the University's main social media platforms between Jan. 1 and Dec. 31 of each calendar year.

Assessment Measure Used

Lander University social media dashboard.

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Total followers gained (Facebook, Twitter, Instagram, LinkedIn): 3,125

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

The Office of University Relations has maintained the University's official social media accounts since 2015, with the goal of using the platforms to increase awareness of campus news and events through regular sharing of articles, photos and videos. In 2017, we dedicated additional staff hours to social media, which has continued through 2019. These efforts have allowed us to surpass our assessment targets for the fourth consecutive year.

In 2019, this goal was adjusted to no longer measure just Facebook likes, but instead measure followers gained across all platforms, which provides a better picture of social media engagement. Based on statistics from previous years, the performance targets were increased; looking ahead, those targets may need to be increased further, as additional social media platforms are added and a greater focus is placed on digital marketing/branding.

Resources Needed to Meet/Sustain Results

\$2,500

Explanation of How Resources Will Be Used

Subscription to Hootsuite at the "Team" level, which allows for multiple seats (to help us track other Lander-related social media accounts), as well as customized analytics and exportable reports.

This would also provide funds for our staff to attend professional development opportunities related to social media, such as new and emerging platforms, current best-practices, growing audience engagement, content development and marketing.

Outcome 3

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Social Media: Engagement of audience across all platforms.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Maintain an average weekly reach of more than 30,000 across all platforms.

Performance Target for "Partially Met"

Maintain an average weekly reach of 20,000-29,999 across all platforms.

Performance Target for "Not Met"

Maintain an average weekly reach of less than 20,000 across all platforms.

Assessment Measure Used

Lander social media dashboards.

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Average total weekly reach: 40,710

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

Social media continues to be a significant part of public relations and communications efforts. As our follower/fan numbers continue to climb, this further expands our reach - not only to those individuals, but beyond as they engage (like, comment, share) with our content. Through a strategic mix of organic (news, feature articles, videos and photo galleries) and paid (ads and boosted posts) content, we were able to maintain an active social media presence that reached over 40,000 people each week in 2019.

Resources Needed to Meet/Sustain Results

See Outcome 2.

Explanation of How Resources Will Be Used

See Outcome 2.

Goal Summary

Goal Summary/Comments

The University Relations Office continues to release information on a consistent basis, to as many people as possible, to help build a positive image and awareness of the University among the Lander community and general public.

Changes Made/Proposed Related to Goal

We will continue to expand upon our use of social media as a communications and marketing tool, developing content for new and emerging platforms. If additional staffing becomes available, we will focus more effort on opportunities that engage users in new and meaningful ways, which will further strengthen our digital brand.

Upload Files (if needed)

Goal 3

Unit Goals are broad statements that describe the overarching long-range intended outcomes of an administrative unit. They support the Institution's Mission/Goals.

Unit Goal

To build alumni and donor connections through the distribution of the Lander Magazine.

Pillar of Success Supported

Engaged and Supportive Alumni

Outcomes

Outcome 1

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Lander Magazine – Spring Issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Spring issue files are delivered to the printer on or before the last working day of May.

Performance Target for "Partially Met"

N/A

Performance Target for "Not Met"

Spring issue files are delivered to the printer after the last working day of May.

Assessment Measure Used

University Relations Magazine Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Spring 2019 Lander Magazine file delivery date:
5/13/19

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

Through high-quality content, design and photography, the Lander Magazine provides the University with positive exposure for its students, alumni, faculty, staff and programs. The project involves every member of the University Relations staff and takes several months in preparation and production, from writing and photography to design and proofing. Previous performance targets were based upon the mailing date of the magazine to alumni, donors and friends; however, because the magazine is printed off-site, the University Relations staff has little control over final mailing date, as it is dependent upon

the printer's production schedule, capacity and operations. For this reason, the performance targets were adjusted to reflect the date that files are delivered to the printer from University Relations, which is a more accurate measure of our staff's efficiency in producing this piece.

The Spring 2019 magazine files were uploaded May 13, 2019. Mailing to alumni occurred June 14. The 64-page issue featured approximately 24 articles on students, programs, faculty and alumni. As with our previous issues, we included a feature article on a signature academic program (nursing/MSN program) which helps the magazine serve not only as a source of information, but also as a recruitment tool for the Office of Admissions.

Resources Needed to Meet/Sustain Results

\$10,000

Explanation of How Resources Will Be Used

The costs associated with producing and mailing the magazine have increased approximately 13% since 2017 (the cost of the Spring 2017 issue was \$16,928; Spring 2018, \$19,073; and Spring 2019, \$19,121).

A permanent increase of \$10,000 to the printing budget would help cover inflation in ink, paper and postage for two issues a year, while allowing us to maintain high quality in the look and content of the magazine. Also, the additional resources requested in earlier sections of this report would provide more writing and photography assistance, resulting in stronger stories. It would also allow more time for layout and editing, meaning a faster production time on this project.

Outcome 2

Outcomes are specific, **measurable** statements that reflect the broader goals. They will primarily describe what the unit is going to do and what its impact will be on students and other key stakeholders (alumni, parents, employers, etc.).

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What type of Outcome would you like to add?

Operational Outcome

Enter Outcome

Lander Magazine – Fall issue produced for alumni, donors and friends of the University.

Timeframe for this Outcome

2019 Calendar Year

Performance Target for "Met"

Fall issue files are delivered to the printer on or before the last working day of December.

Performance Target for "Partially Met"

N/A

Performance Target for "Not Met"

Fall issue files are delivered to the printer after the last working day of December.

Assessment Measure Used

University Relations Magazine Publication Schedule

Frequency of Assessment

Annually

Data Collected for this Timeframe (Results)

Fall 2019 Lander Magazine file delivery date:
12/2/19

Score (Met=3, Partially Met=2, Not Met=1)

3

Comments/Narrative

As with previous issues, the Fall 2019 Lander Magazine continued our efforts to highlight the people and programs of the University. The quantity was increased to 22,500, and the issue included an additional 4 pages (68 total), with 18 articles on students, faculty, alumni and programs. Lander's Mass Communications degree (signature program) was highlighted, as well as two new degrees in art (Fine Arts - 2D and 3D studio), which allowed this issue to serve as a recruitment piece for those departments.

As we did in 2018, we repackaged magazine articles as "boosted" stories on our social media pages, providing additional exposure and an expanded reach beyond our mailing list. This also provided additional content that generated social media audience engagement, without requiring a significant use of office staffing or budget.

As with the spring issue, our assessment targets were adjusted to reflect a "files-in" date, rather than a mailing date, as it is a better assessment of our office's work on the project. Files were delivered Dec. 2, and mailing occurred Jan. 2 (delayed because of Christmas holidays, when the printer was closed).

Resources Needed to Meet/Sustain Results

See Goal 3, Outcome 1.

Explanation of How Resources Will Be Used

See Goal 3, Outcome 1.

Goal Summary

Goal Summary/Comments

The 2019 Lander Magazines reached approximately 22,500 alumni, donors and friends of the University. The spring and fall issues provided information on University programs and initiatives; promoted a positive image of the University to the community; and helped stimulate alumni/community involvement with/support of the University.

The major redesign undertaken in 2016 has been carried through to 2019, continuing the high-quality look and feel that our readers have come to expect. The publication has also become an additional source of quality material for the office's news and social media efforts, as well as a recruitment piece for the Office of Admissions.

Changes Made/Proposed Related to Goal

With the new design and longer length, additional time is needed to prepare each issue, including writing, layout and editing. As a result, mailing dates were adjusted in 2018 to reflect the longer production time, moving to the last working day of May (Spring issue) and last working day of December (Fall issue). Because the University Relations staff cannot control the many variables that occur once files are delivered to a printer (which can cause delays in printing and mailing), our performance targets were adapted in 2019 to reflect the date that our files are provided to the printer, rather than when magazines

are mailed to readers, which is a better assessment of our role in the project.

Upload Files (if needed)